

We deliver business service excellence to the NHS to help people live longer, healthier lives.



Contents

| 11 | 2024-25 delivery achievements |
|----|--|
| 10 | Our customer charter |
| 09 | The services we deliver |
| 80 | Connecting our business plan to our strategy |
| 05 | The NHSBSA is supporting the government's three shifts |
| 03 | Introduction |

| 13 | Our plan for delivery 2025-26 |
|----|------------------------------------|
| 24 | Our key areas of focus |
| 32 | Our people and resources |
| 33 | Governance |
| 35 | Strategy and performance framework |
| | |

Introduction

Welcome to the NHS Business Services Authority (NHSBSA) Business Plan for 2025/26. Last year we launched our ambitious five-year strategy, and this business plan outlines our approach to delivering against year two of that strategy. Our purpose to deliver business service excellence to the NHS to help people live longer and healthier lives remains at the heart of what we do as we continue to leverage our expertise to support the NHS in overcoming its pressures and achieving its priorities. Since publishing our five-year strategy in April 2024, a new government was elected, announcing a 10-year plan to reform the NHS and committing to three strategic shifts. These are to move care from 'hospital to community', shift the NHS from 'analogue to digital' and move from 'treatment to prevention'. We are pleased that the bold vision outlined in our strategy for 2024-29 that focuses on innovation, efficiency, and customer-centricity aligns with these government priorities.

The NHS is currently navigating a complex landscape, with challenges such as workforce recruitment and retention, financial sustainability, and the imperative to demonstrate productivity and value for money. We believe the NHSBSA is uniquely positioned to support these efforts through our delivery of a comprehensive range of efficient and effective services, systems, and platforms. Our unwavering commitment to continuous improvement, excellence in delivery and operational efficiency remains steadfast, as we strive to enhance our customer experience while ensuring taxpayer value.

Our people are at the heart of everything we do. Their dedication, passion, and innovation drive our success. We remain as committed as ever to fostering an inclusive and supportive environment where every team member can thrive and contribute their best. Outstanding levels of colleague engagement are critical to the success of our business, and we will continue to invest in our workforce to ensure we all remain equipped to deliver the best results. We are people connected to care.

Collaboration is also key to our success and one of our CARE values. By working closely with the Department of Health and Social Care (DHSC), wider NHS, and other key stakeholders, we aim to add significant value to the health and care system and contribute business service excellence to resolve complex policy challenges and reform the NHS. Whether it's enhancing the customer journey, reducing fraud and error, or delivering operational efficiencies, our collaborative efforts are crucial to achieving our goals. As our partners DHSC and NHSE work together to create a more streamlined centre, we will continue to collaborate with them in areas where we can use our national, at scale, expertise to support this transformation.

Our strategy for 2024/29 is built around our four enduring strategic goals relating to Our Customers, Our People, Value and Efficiency and Environmental, Social and Governance commitments. We also set out eight areas of focus, which reflect how we will deliver our vision, and these are grouped into areas of transformation and areas requiring a step change in capabilities. This 2025/26 business plan outlines the next steps we will take to deliver on these ambitions. We are confident that with our dedicated team, robust partnerships, and clear strategic direction, we will make significant strides in the coming year. We invite you to join us on this journey and look forward to your continued support and collaboration.

Our people are at the heart of everything we do. Their dedication, passion, and innovation drive our success.



The NHSBSA is supporting the government's three shifts

Shift 1 - Moving care from hospitals to communities
Our role in supporting primary and community care

The NHSBSA supports capacity in primary and community care through national, user-informed services and strong regional and local engagement.

Enhancing efficiency and productivity

- Data on medicines and dental treatments supports clinicians to prioritise activity and target interventions.
- Digitisation (scanning) services free up vital estate enabling more treatment and appointments to be made in primary care.
- Our role in increasing the adoption of the Electronic Prescription Service (EPS) across pharmacies and dispensing Doctors supports efficient administration of NHS services.

Recruitment and retention support

- NHS Jobs and NHS Volunteering services play a key role to support primary care and Voluntary, Community and Social Enterprise (VCSE) organisations to fill important roles.
- The NHS Pension Scheme provides retirement benefits for general practice and dental staff, as well as for staff in VCSE organisations that deliver NHS contracts.

Operational support

- Our 'Manage Your Service' system and payment processes support primary care organisations with their cash flow and claims processes, ensuring they are reimbursed quickly for the activities they undertake, reducing administration burden from paper-based services.
- Provider Assurance services offer support and guidance to primary care organisations to ensure compliance and to improve process efficiency.

Our future plans to add more value and innovation

The NHSBSA's services, data and platforms can further support the government in the timely incentives for the delivery of new services. One of our strategy's key areas of focus is to be a data-driven organisation; we are taking steps to increase the provision of our data and insight and use advanced analytics to support decision making across the health care system and help primary care colleagues to prioritise actions, such as addressing patient safety issues.

By increasing our role in the medicines management space, the NHSBSA could free up capacity in primary care, by having a more transparent view of medicines supply and support efficient sourcing and procurement.

We would also like to create automatic entitlement of our medical exemption service, which will save the need for over 400,000 GP practice visits. 2

Shift 2 - Analogue to digital - making better use of technology

The NHSBSA's digital transformation

The NHSBSA is driving the shift from outdated, manual processes to modern, secure, and scalable digital services that support efficient, national, at scale health and care delivery.

Reducing burden for providers

- Increased utilisation of Electronic Prescription Service (EPS) and Real Time Exemption Checking (RTEC) supports providers in automated tasks and reduced manual and paper-based activities.
- The digital maternity exemption service ensures midwives save time by using easy to use digital services.
- Our plans to digitise other services including medical exemptions, medical examiners system and death certification will ensure further savings to clinical time.
- Data and advanced analytics enhance system-wide decision-making.

Improving customer experience

- Our digital approach ensures services are accessible, easy to use and customer-focused, such as the baby loss certificate service, prepayment certificates (including the hormone replacement therapy PPC) and NHS Healthy Start.
- Where possible, we would like to make our services available digitally through Apple and Google wallets and the NHS App.

Supporting the workforce to focus on their jobs

We provide platforms to support NHS employers with their recruitment and retention of staff through NHS Jobs, NHS Volunteering and HR Shared Services. Our Electronic Staff Record (ESR) continues to support the accurate and consistent payment of all NHS employees.

Our future plans to add more value

The NHSBSA is progressing policy discussions to transform new and existing services, including digitalisation of the EHIC/UK GHIC, expansion of EPS across dispensing doctors, investment in cyber security, removal of paper prescription tokens, auto enrolment of maternity and medical exemption certificates, streamlined medicines data and systems and the transformation of our NHS Pensions and NHS Dental services.

Shift 3 - treatment to prevention

NHSBSA's role in early support and care

The NHSBSA's services improve access to health care and support children with the best possible start in life. We see our role as ensuring citizens gain access to help with health costs, healthy foods and vitamins to ensure providers have more timely insight to support preventative care.

Improving access to health care

→ Help with health cost schemes such as the Low Income Scheme, prepayment certificates (PPCs) and medical exemption schemes support citizens, often from vulnerable groups or with medical challenges with access to medicines and other care.

Supporting the best start in life

- NHS Healthy Start and Vitamin schemes aid nutrition for young children and expectant mothers.
- Nursery Milk and School Fruit and Vegetable schemes promote daily healthy habits in early years.
- Maternity exemption certificates ensure access to medicines for new and expectant mothers.

Driving prevention with insight

- The NHSBSA's medicines, ophthalmic and dental data is used by providers and commissioners to enhance their understanding of patient care, enabling action and planning to prevent poor health.
- Our insights such as our 'Child Health Insights Report' combines NHSBSA datasets with external data sources to provide a unique insight into the population.

Our future plans to add more value

We would like to ensure through policy discussions that services that support the move to prevention are fully utilised and accessible. We have committed to auto-enrolment as part of our strategy for a range of services in order to maximise access and remove the need and corresponding cost from administering current processes. We also have plans to do more with our workforce systems and our data, to ensure we are supporting employees and providers even more.

Connecting our business plan to our strategy

The themes drawn from our strategy below provide a concise summary of our focus for the upcoming year. This plan outlines our commitment to achieving business service excellence while continuously challenging ourselves to deliver more value for our stakeholders, customers, colleagues, and taxpayers. This business plan has been developed as a roadmap for implementing our strategy in the coming year. It details the key actions we will prioritise, the resources we will allocate, the risks we anticipate, and the governance mechanisms we will establish to achieve the milestones for year two of our journey towards realising our strategic objectives.

Our purpose

We deliver business service excellence to the NHS to help people live longer, healthier lives.

Our vision

To be *the* provider of national, at scale business services for the health and social care system, transforming and delivering these services to maximise efficiency and meet customer expectations.

Our strategic goals



CUSTOMER

Providing a great experience and meeting needs first time.



OUR PEOPLE

Creating the best place any of us have worked.



VALUE AND EFFICIENCY

Creating an efficiency mindset, delivering services that represent best value to the taxpayer.



Our values

ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG)

Minimising environmental impact, maximising social impact and being well governed.

How we will deliver our vision – our key areas of focus

- Delivering the future NHS workforce solution
- Developing modern, secure and scalable digital services and technology platforms
- Investing in a transformed pension service
- Setting ourselves up to deliver for the customer

- Focusing on efficiency and taxpayer value in all that we do
- Collaborating with stakeholders to design services which meet user needs
- Being a data-driven organisation
- Developing our future workforce

we CARE

Collaborative Adventurous Reliable Energetic

The services we deliver

We are committed to delivering business service excellence in every aspect of our work, with a focus on maximising efficiency and minimising fraud, error and waste. At the heart of our operations lies the strength of our Digital, Data, and Technology capabilities, complemented by our enabling services, including People, Corporate Services, Finance, Commercial, Estates, Strategy, Performance, Business Development, Growth, and Portfolio Management. Together, these teams play a vital role in supporting the seamless delivery of our operational services outlined below:

Citizen Services

- Customer Operations delivering services through multi-channel contact routes for citizens across the UK
- → Health Exemption Services exemption checking and providing services to those who are entitled to help with health costs
- ◆ Health and Community Services including NHS Healthy Start and administering the England Infected Blood Support Scheme on behalf of DHSC
- Overseas Healthcare Services managing global reciprocal healthcare arrangements, including the Global Health Insurance Card (GHIC) and the Immigration Health Surcharge Reimbursement Scheme

Primary Care Services

- NHS Dental Services paying dentists for the services they provide on behalf of the NHS
- NHS Pharmacy Services paying dispensing contractors for the services they provide on behalf of the NHS
- Provider Assurance supporting providers of NHS services, ensuring delivery against contract requirements
- Vaccine Damage Payment Scheme administering the scheme on behalf of DHSC
- Scanning Services digitising paper records and reducing storage costs for the NHS

Workforce Services

- Student Services supporting future NHS and health and social care workforce through funding students
- NHS Jobs providing the national NHS recruitment platform
- **♦ Electronic Staff Record (ESR)** managing the largest centralised HR and payroll system in the world
- NHS Pensions administering the NHS Pension Scheme
- → HR Shared Services a shared service for HR and recruitment solutions

In 2025/26 we will transition towards becoming one operations directorate.

Our customer charter

To ensure we are delivering business service excellence throughout the year we are guided by our customer charter that builds on our 'CARE' values. The charter outlines our commitments when providing services to our four customer groups, colleagues, users, our sponsor and commissioners.









Our six customer principles flow from our CARE values



Respect and empathy

We will treat you fairly and professionally, respecting your individual needs and priorities.



Help and support

We will provide as much help and support as we can across our services, and explain why if we can't.



Act on feedback

We will actively listen to, and act on feedback.



Keep our promises

We aim to keep the promises and deadlines we give to you, and let you know quickly if they change.



Clear communication

We aim to provide you with correct information and give clear regular updates on progress.



Easy to access

We aim to provide easy to use, accessible services with information that is free from jargon.

2024-25 delivery achievements

We take great pride in our accomplishments over the past year and the positive contributions they have made to the NHS and the broader health and social care system. Below are some highlights of our achievements:



Successful cloud migration,

providing the infrastructure on which we can build for the future and be able to continue to help people live longer and healthier lives.



Launched the Adult Social Care Learning and Development Support service reimbursing adult social care professionals for learning and development opportunities.



Issued more than **96,000** certificates in the first year of delivery of the Baby Loss Certificate service.



Delivered 9 Voice of the Customer reports and improved the process ensuring that we listen to the experiences of our customers and act of the feedback through continuous improvement.



Maintained **outstanding** colleague engagement (2 star) in the Best Companies index, creating a great environment and place to work, as well as building on our business performance.



Named the **number one** Not for Profit and a Top 50 Inspiring Workplace in the UK supporting our attraction and retention.



Awarded North East Contact

Made over **69 million** payments

totalling **£97.5** billion ensuring

across our services during 2024-25

citizens, providers and NHS colleagues

have access to the funds they need.



2024-25 delivery achievements



The NHS Volunteering Service passed Central Digital and Data Office assessment in February 2025, progressing to public beta. So far, the service has enabled 100 organisations to promote over 340 volunteering opportunities across the NHS and the voluntary, community and social enterprise sector to more than 47,000 prospective volunteers.



Delivered over **£668 million** in wider system efficiencies which can be reinvested back into frontline services and deliver greater value.



Donated over **6,000 hours** to charitable and community sector organisations giving something back to our local communities, as well as raising over **£11,000** for the Poppy Appeal.



Achieved a place in the Social Mobility Index demonstrating our commitment towards supporting and nurturing the potential of our people and future people from lower socio-economic backgrounds so they can get in and get on in professional life.



Released 3 brand new statistical publications and published 4 new insight articles on areas of national importance including NHS Dental statistics, prescribing of HRT in menopause and NHS Pension Scheme opt-out insights. These are used by thousands of local and national decision makers across the health and care system to inform policies, planning, efficiencies and promotion of services.



We are confident that with our dedicated team, robust partnerships, and clear strategic direction, we will make significant strides in the coming year.

Our plan for delivery 2025-26

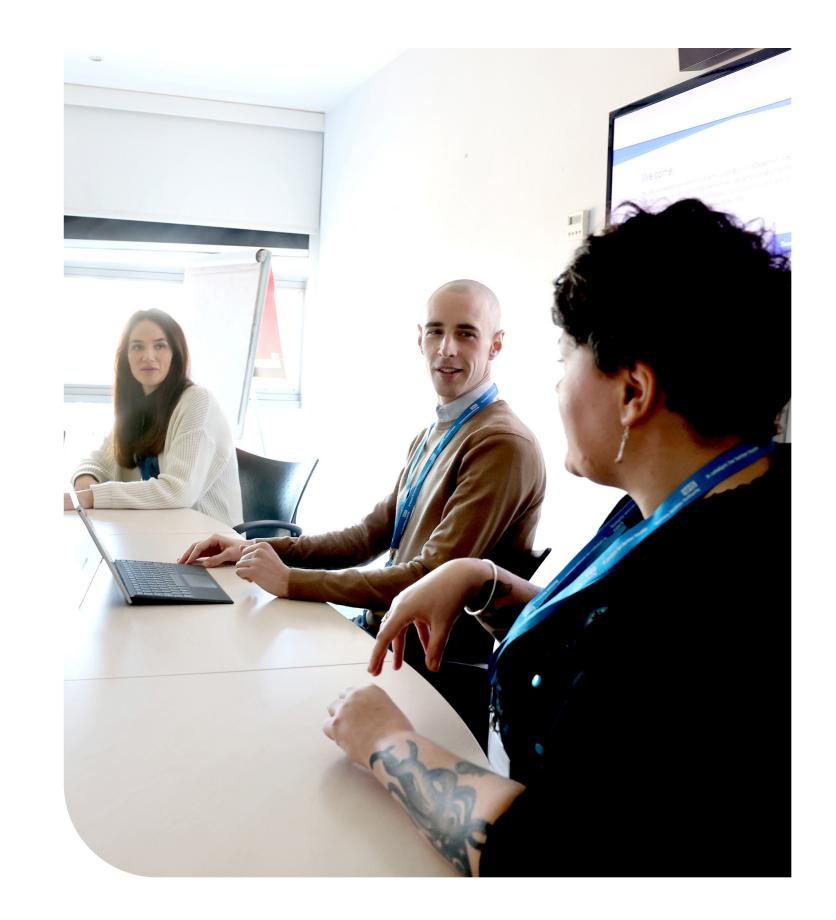
Our strategic goals

Our strategic goals play a crucial role in contributing to our organisation's success. They provide clear direction and alignment, serving as the foundation that transforms our aspirations into tangible, achievable outcomes. These goals not only drive us to enhance the excellence of our day-to-day services but also ensure we remain focused on delivering our long-term vision.

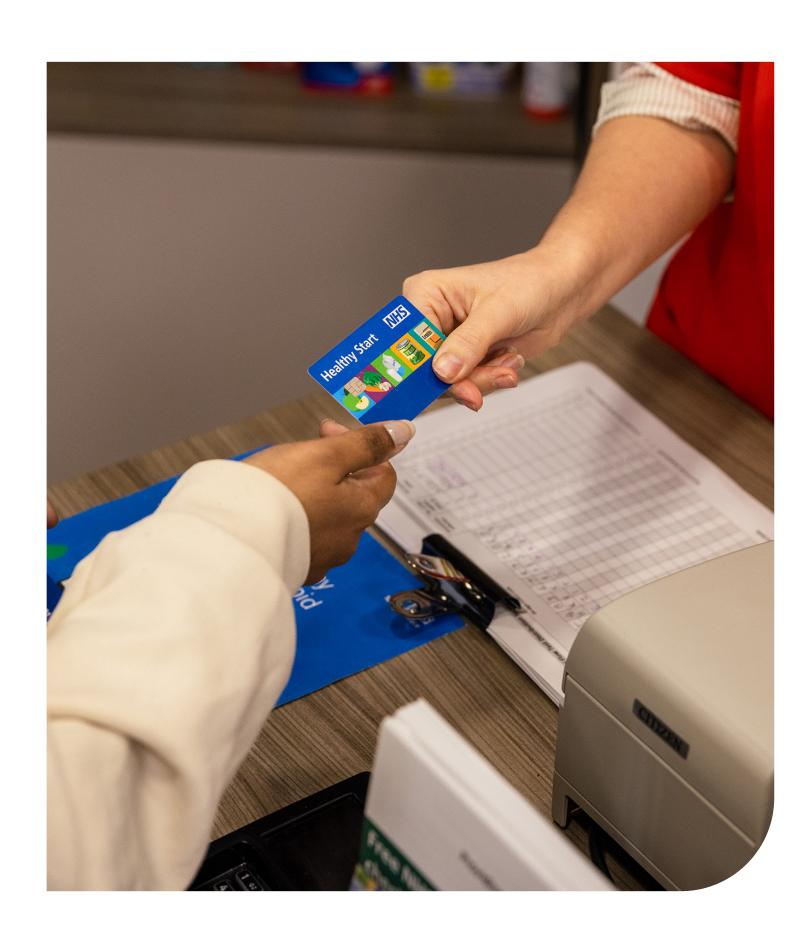
We have set ourselves bold and ambitious measures to track and confirm our progress to deliver our five-year goals. These act as our guiding principles - our north star - helping us deliver excellence and secure lasting success.

In addition our key areas of focus, outlined on page 24, describe vital pieces of work that will support the delivery of our strategic goals.

Our plans below detail our objectives for 2025/26 and the steps we will take to achieve them.



CQ CUSTOMER



Providing a great experience and meeting needs first time.

Meeting customer need is our top priority but we also strive to exceed expectations, ensuring satisfaction with the services we provide. We aim to create positive customer experiences by offering clear, accessible information that empowers people to make informed decisions.

We are committed to ensuring our customers are fully aware of the services available to them and benefits they are entitled to. By actively seeking feedback and listening to our customers, we can better understand their concerns and make meaningful adjustments to improve our services. This approach allows us to consistently deliver value and enhance the overall customer experience.

Our key areas of focus, 'Setting ourselves up to deliver for the customer', 'Collaborating with stakeholders to design services which meet user needs', 'Developing modern, secure and scalable digital services and technology platforms', 'Delivering the future NHS workforce solution' and 'Investing in a transformed pension service', will all support us to deliver our three customer strategic goals.



| Goal | 5 year key performance indicator | Year 2 achievement | Supporting activity | Reported |
|---|---|--|---|------------------------------|
| Our customers have excellent experiences when using our services. | 75% of our services achieve a score of high or very high in the customer satisfaction survey. | We will have elevated CSAT scores: • Low Incomes Scheme to 70% • HR Shared Service to 60% • Data Services 80% | Review and standardise CSAT surveys across eight services throughout 2025/26, to reduce the number of unnecessary questions, ensure alignment of key questions across services and to reduce customer input time to surveys without sacrificing quality of data collected and to improve survey response rate. Deep dive into two services per quarter to drive actionable insight as informed by performance data and performance board to support achievement of customer goal of 75% of services in high or very high. Improving actionable insight to directly translate analysis into BAU continuous improvement plans to resolve customer dissatisfaction improving CSAT and/or reducing contacts/complaints. Commence a pilot collecting CSAT feedback from baby loss certificate customers by 31 August 2025 to drive understanding of customer sentiment related to the service and improve response rate by 10%. Deliver bespoke 'Let's Talk Customer' sessions across a minimum of 1,000 colleagues, resulting in a 20% increase in understanding of our Customer Charter and the ability to apply the charter principles in the role for those who have taken part by 31 March 2026. Deliver a refreshed Voice of the Customer process bringing together complaints, social media and customer insight to deliver more proactive reporting and actionable insight, enabling early identification and resolution of customer issues with a particular focus initially on vulnerable customers, to identify pain points and improve the service that these customers receive by 31 August 2025. | Business performance report. |

| Goal | 5 year key performance indicator | Year 2 achievement | Supporting activity | Reported |
|--|--|--|---|------------------------------------|
| Our customer satisfaction score for the future NHS workforce solution will be higher than that of ESR. | A customer satisfaction score of high or very high. | Not applicable in 2025-26. First results expected in 2027-28. | Continue to drive the key area of focus "Delivering the future NHS workforce solution" meeting key milestones. | Business performance report. |
| We will significantly | NHS Pension Scheme employers and members customer satisfaction scores will be high or very high. | loyers and members a mean score of 53% or more for members and | • We will improve the number of complex cases resolved with timeframe with a 20% reduction of cases escalated to the Customer Experience Team during 2025-26. | Business performance report. |
| improve customer | | | • We will reduce the number of customer complaints relating to complex cases by 20% during 2025-26. | |
| satisfaction of the NHS Pensions | | | • We will commence the process of delivering new communication templates and content throughout 2025-26. | |
| Service. | | | • We will ensure 40% of customer communication is reviewed and improved upon during 2025-26. | |
| | | | • We will ensure that a revised quality process is embedded by 31 March 2026. | |



Creating the best place any of us have worked.

Our people are the cornerstone of the NHSBSA's success, playing a vital role in cultivating a positive culture and demonstrating unwavering commitment to creating an exceptional workplace for every colleague. Through our People Promise, we are dedicated to fostering an inclusive environment that prioritises engagement, wellbeing, and a sense of belonging.

We aim to ensure our colleagues feel satisfied and fulfilled in their roles, with ample opportunities for growth, development, and career progression, which are all key elements of our employee value proposition. Put simply, we aspire to make the NHSBSA the best place any of us have ever worked, a place where everyone matters, feels valued, and has the opportunity to contribute, influence, and thrive.

Our key area of focus, 'Developing our future workforce', will provide the foundations to enable us to deliver these three strategic goals around our people.

| Goal | 5 year key performance indicator | Year 2 achievement | Supporting activity | Reported |
|---|---|--|--|------------------------------------|
| We will achieve world class levels of workplace engagement. | We will achieve 3 star accreditation in the Best Companies Index. | We will have improved our score in the Best Companies index in 2025. | We will have developed an organisation-wide engagement strategy to increase levels of engagement with our colleagues by 30 September 2025. We will start to roll out our colleague engagement ambassador network across the business by 30 September 2025. We will develop a framework to support engagement at local levels by 30 September 2025. We will hold 12 LT Q&A sessions to continue to connect colleagues to leadership. | Business performance report. |
| | | | We will deliver communications around specific elements of the strategy to maintain colleague understanding by 31 December 2025 and beyond. We will host a minimum of ten strategy sessions with our Chief Executive across all of our locations and online to support organisation wide engagement with the Corporate Strategy by 31 July 2025. | |



| Goal | 5 year key performance indicator | Year 2 achievement | Supporting activity | Reported |
|--|---|---|--|------------------------------------|
| We are a truly inclusive employer where all colleagues feel they belong. | We have a diverse workforce, at all levels, that is representative of the communities we serve. | Our data will continue to demonstrate a trajectory towards our 5 year goal of having a diverse workforce, at all levels, that is representative of the communities we serve during 2025/26. | We will have launched a refreshed Diversity and Inclusion Strategy for 2025/29 by 31 October 2025. We will have published a Diversity and Inclusion Annual Report 2024/25 by 31 October 2025. We will continue to provide tailored development for under-represented groups throughout 2025/26. This will include a new Disability and Neurodiversity Leadership Programme and a development offer for women. | Business performance report. |
| We are an employer of choice with appropriate, transparent and wide-ranging opportunities to attract, develop and retain the right people, with the right skills in the right roles. | | All directorates with have a workforce plan by 31 October 2025. | We will have launched a revised Learning and Development strategy and plan by 31 August 2025. We will have launched a coaching framework, offer and training by 31 May 2025. We will pilot skills and value based recruitment assessment methods during 2025/26. Increase use of the Apprenticeship Levy during 2025/26. Launch of suite of resources for Empowering Leaders during 2025/26. Manage and refresh corporate induction during 2025/26. Development of external partnerships to support the attraction of talent during 2025/26. Embed colleague advocacy approach during 2025/26. Embed and evaluate our new benefit portal during 2025/26. | Business performance report. |



Creating an efficiency mindset, delivering services that represent best value to the taxpayer.

As an organisation, we are driven by an unwavering commitment to delivering efficiency and value for taxpayers. Our focus is on optimising every aspect of our organisation to ensure high-quality services and products are provided in the most cost-effective way possible.

We actively seek opportunities to eliminate inefficiencies by streamlining processes, investing in technology to boost productivity and automation, optimising resource allocation, and negotiating supplier contracts. Additionally, we are dedicated to minimising and addressing loss and fraud whenever it arises.

By fostering a culture of continuous improvement through our value and efficiency key area of focus, "Focusing on efficiency and taxpayer value in all that we do" we aim to deliver exceptional value and achieve our three goals.

| Goal | 5 year key performance indicator | Year 2 achievement | Supporting activity | Reported |
|---|----------------------------------|--------------------------------------|---|---------------------|
| We will | We will operate within | We will have delivered | Agree initial funding allocation with DHSC 30 April 2025. | Business |
| operate within our funding | our financial allocations. | within budget by the end of 2025-26. | • Quarterly formal reconciliation of the position and any outstanding funds throughout 2025/26. | performance report. |
| allocation from DHSC meeting any identified | | | Monthly Finance and Commercial review with DHSC Finance and Sponsor throughout 2025/26. | Finance report. |
| efficiencies. | | | • Deliver Spending Review submission to support future years by the end of Q1 2025/26. | |
| | | | Please also see the key area of focus "Focusing on efficiency and taxpayer value in all that we do" for a description of activities in the Value, Efficiency and Productivity programme that will support the NHSBSA in being able to meet this goal. | |

| Goal | 5 year key performance indicator | Year 2 achievement | Supporting activity | Reported |
|------------------------------|--|--|---|-------------------------|
| We will identify and deliver | We will deliver £1 billion in wider system | We will have delivered £279 million of wider | • Establish wider system efficiency focused stakeholder/customer and user engagement plans on all live change projects and initiatives during 2025/26. | Business performance |
| wider system efficiencies, | efficiencies by March 2029. | system efficiencies during 2025-26. | • Embed wider system efficiency identification and engagement plans in pre-project and in-flight project benefits discovery and impact evaluation through 2025/26. | report. |
| freeing up resources | | | • Structured links to wider system efficiency practice from areas identifying new initiatives. | |
| for front line | | | • Continue to undertake Post Evaluation Reviews to identify missed wider system efficiencies. | |
| services. | | | Please also see the key area of focus "Focusing on efficiency and taxpayer value in all that we do" for a description of activities in the Value, Efficiency and Productivity programme that will support the NHSBSA in being able to meet this goal. | |
| We will meet | We will deliver against the | We will have delivered | • Embed the defined criteria for productivity and efficiency in financial benefits. | Business |
| the government productivity | government target as a minimum. | a minimum of 2% productivity and | • Incorporate unit costing into benefits measurement. | performance |
| targets. | | efficiencies during | Agree operating expenditure used to calculate the measure. | report. |
| | | 2025-26. | Enhance benefits management within continuous improvement and low-value change initiatives. | |
| | | | Develop productivity growth in BAU activities. | |
| | | | • End to end service costing embedded into management practices by 30 September 2025. | |
| | | | • Service line reporting includes monthly workforce data supported by establishment control by 30 September 2025. | |
| | | | • Productivity reporting incorporated into monthly financial reporting to Leadership Team by 30 September 2025. | |
| | | | Please also see the key area of focus "Focusing on efficiency and taxpayer value in all that we do" for a description of activities in the Value, Efficiency and Productivity programme that will support the NHSBSA in being able to meet this goal. | |



ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG)

As a public sector organisation delivering on behalf of the taxpayer, we are committed to our social responsibilities and contributing to a more sustainable future.

We recognise the importance of understanding and mitigating our environmental impact. Through sustainable procurement, ongoing education, and efforts to reduce emissions and waste, we are committed to minimising our environmental footprint and addressing the challenges of climate change.

We also acknowledge our vital role in society and the positive difference we can make. By leveraging our skills, expertise, and time, we can contribute to community wellbeing through education, raising awareness about services, volunteering, and promoting social mobility via employment opportunities. Our aim is to build stronger relationships and make a meaningful impact in the communities where we operate.

Good governance underpins all our efforts, ensuring accountability, transparency, and ethical behaviour. With strong leadership and robust internal controls, we are committed to upholding the highest standards in everything we do.

| Goal | 5 year key performance indicator | Year 2 achievement | Supporting activity | Reported |
|--------------|--|--------------------------------------|--|-------------|
| | At the end of our strategy period, we will be on | 73% reduction by the end of 2025/26. | • We will development and launch a new Environment and Sustainability Strategy 2025-29 by 30 September 2025. | performance |
| sustainable. | target to achieve net zero by 2030. | | We will deliver the Environment and Sustainability Action Plan for 2025-26. We will undertake an appraisal and implement the new Greening Government Commitments by 30 September 2025. (Dependent on publication date of the new Greening | report. |
| | | | Government Commitments). | |



ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG)

| Goal | 5 year key performance indicator | Year 2 achievement | Supporting activity | Reported |
|---|--|---|--|------------------------------------|
| We will make it easier for our customers by implementing proactive entitlement (digital first) of our help with health costs services, ultimately helping people to live longer, healthier lives. | 100% of customers will gain automatic entitlement across maternity exemptions and NHS Healthy Start and the Low Income Scheme by March 2029. | Medical Exemption Certificate will be extended from five years to tens years. We will undertake a pilot in Healthy Start of proactive contact. | We will digitise the Low Income Scheme certificates for all patients who supply an email address throughout 2025/26. We will continue engagement around possible proactive entitlement for both maternity and medical exemptions, exploring possible policy change. Please also see key area of focus "Collaborating with stakeholders to design services which meet user needs" for more detail that will support the NHSBSA in being able to meet this goal. | Business performance report. |
| We will make a long-term difference to the people and places we work in and with. | We will donate 50,000 hours of volunteering to charitable and community organisations. | We will donate 7,000 volunteering hours in 2025/26. | We will procure and onboard a Volunteering and Fundraising platform by December 2025. We will define and embed new approach to volunteering and fundraising during 2025/26. We will build colleague and directorate engagement through new Social Impact Ambassadors during 2025/26. | Business performance report. |



ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG)

| Goal | 5 year key performance indicator | Year 2 achievement | Supporting activity | Reported |
|--|---|--|--|---|
| We are an | We will achieve | We are committed to | • We will embed socio-economic inclusion within our Diversity and Inclusion Strategy 2025-29. | Business |
| organisation where the | accreditation in the top 75 within the Social Mobility | improving NHSBSA's ranking of 134 on the | • We will continue to gain an understanding of the socio-economic make up of our workforce through annual survey. | performance report. |
| talent from all socio-economic backgrounds | Index. | Social Mobility Index. (Second submission) | • We will review NHSBSA approach to recruitment and selection through the lens of social mobility by 31 March 2026. | |
| is nurtured, harnessed and rewarded. | | | • We will continue to deliver schools outreach and attraction programmes with young and disadvantaged people throughout 2025/26. | |
| We will actively use our services' data and insights to have a positive impact on health outcomes. | organisational annual | We will publish a Data and Social Impact Report for 2025/26. | • We will continue to collaborate across the business to maximise the NHSBSAs new approach to social impact and identify where we have generated positive impacts on health outcomes throughout 2025/26. | Business performance report. |
| We will be compliant with the Government functional standards. | We will be compliant with the functional standards that apply to NHSBSA, continually assessing our compliance and implementing actions as the standards evolve. | We will continue to deliver the detailed action plans created to drive ongoing compliance with the functional standards, with a focus on Property, Project Delivery, Security and Analysis. (And any other relevant areas as the standards evolve in year). | We will continue to apply the functional standards, as appropriate to the NHSBSA, reviewing and updating our policies and processes to address any updates made by government throughout 2025/26. | Business performance report. Governance team compliance reviews. |

Our key areas of focus

To achieve our purpose, vision, and strategic goals while maintaining service excellence in our core business, we recognise the need for sustained and consistent focus in specific areas of our organisation throughout the strategy period.

These priority areas describe key pieces of work that are vital for enhancing our service excellence and driving the successful delivery of our strategic goals and aspirations. This business plan outlines the key actions we will take in 2025/26, marking significant milestones on our journey forward.

| Area of focus | What will it deliver | Activity for 2025/26 | Reporting |
|---|---|---|---------------------------------------|
| Transformation | n | | |
| Delivering the future NHS workforce solution. | We will deliver a future NHS workforce solution to replace the existing Electronic Staff Record Solution and transform | Submission of full business case to the NHSBSA Board by 30 June 2025. NHSBSA future workforce programme operating model implemented by 31 December 2025. Contract signed with the preferred bidder by 30 November 2025. | Portfolio and programme reports. |
| | the service and user experience. It is more than a core HR and payroll system; it will empower NHS colleagues to carry out their roles effectively and efficiently, supporting them throughout their NHS working life. It will be accessible, easy to use, and provide data and insights to enable better national and local decision-making and workforce planning, whilst also facilitating around £50 billion of payments to NHS colleagues each year. | Commence product, service and solution design 31 January 2026. | Mid-year and annual progress reports. |

| Area of focus | What will it deliver | Activity for 2025/26 | Reporting |
|---|--|--|---|
| Transformation | | | |
| Developing modern, secure and scalable digital services and technology platforms. | Our underlying platforms will be flexible, modern and support what we need to do. We will have a sustainable process for identifying, tracking and managing the risks of system debt. This will support us to deliver end-to-end services which are safe, efficient and stable, increasing productivity with a reduction in manual processes. We will see longer term financial benefits from modern technology that is more cost effective to run and manage. | Develop and deliver against the Technical Debt roadmap including identification and prioritisation of new change projects, monitoring progress of key transformation projects included on the NHSBSA Portfolio Change Plan during 2025/26 and through the accountabilities of end-to-end service delivery. Deliver Technical Debt risk register and report via the DDaT Risk and Audit Board, the Technical Debt roadmap and to DDaT SMT throughout 2025/26. Continue and complete phases for the implementation of the technical capability of the Modern Data Platform throughout 2025/26. (see below "being a data driven organisation"). | Portfolio and programme reports. Mid-year and annual progress reports. |

| Area of focus | What will it deliver | Activity for 2025/26 | Reporting |
|--|--|--|--|
| Transformation | | | |
| Developing modern, secure and scalable digital services and technology platforms. | what we need to do. We will have a sustainable process | • Continue to upgrade components across the estate that are 'end-of-life' throughout 2025/26. | Portfolio and |
| | | • Develop and deliver against the Technical Debt roadmap including identification and prioritisation of new change projects, monitoring progress of key transformation projects included on the NHSBSA Portfolio Change Plan during 2025/26 and through the accountabilities of end-to-end service delivery. | programme reports. |
| | | • Deliver Technical Debt risk register and report via the DDaT Risk and Audit Board, the Technical Debt roadmap and to DDaT SMT throughout 2025/26. | Mid-year and annual progress reports. |
| | | • Continue and complete phases for the implementation of the technical capability of the Modern Data Platform throughout 2025/26. (see below "being a data driven organisation") | |
| | stable, increasing productivity with a reduction in manual processes. We will see longer term financial benefits from modern technology that is more cost effective to run and manage. | • Continue to upgrade components across the estate that are 'end-of-life' throughout 2025/26. | |
| | | • Deliver 'Application Cloud Migration' project to identify services/infrastructure that can be migrated from Crown Hosting Data centres by 31 March 2026. | |
| | | • Establish Project 'Enhancing and Establishing colleague experience and efficiency through Microsoft365 and beyond' to maximise the benefits of our M365 tooling and to deliver enhancements and capabilities within the suite of Microsoft business applications by 30 September 2025. | |
| | | • Delivering the 'Cyber Security Improvement Project' to allow the Cyber Security Operations team to merge relevant improvements into one set of improvement initiatives and workstreams to deliver on the required cyber security improvements to better protect the NHSBSA by 31 March 2026. | |
| | | • Progress with work for the Network Contract Re-procurement to deliver a new managed network services contract to replace the existing one by 30 September 2025. | |

| Area of focus | What will it deliver | Activity for 2025/26 | Reporting | | | |
|---|--|---|---|--|--|--|
| Transformation | Transformation | | | | | |
| Investing in a transformed pension service. | We will transform and have an exemplar pensions service with improved customer experience that meets NHS colleague expectations. We will have considered the most appropriate service delivery model and optimised our use of modern technology and platforms, with a digital first approach to delivery, allowing self-service and increased accessibility. | Complete Discovery phase of the transformation project, including identification of future investment opportunities and Delivery Model Assessment by 31 October 2025. Creation of Strategic Outline Case approved by both NHSBSA Board and DHSC by 31 March 2026. Identification, prioritisation and appropriate mobilisation of future phases of the project by 31 March 2026 subject to SOC approval. | Portfolio and programme reports. Mid-year and annual progress reports. | | | |

| Area of focus | What will it deliver | Activity for 2025/26 | Reporting |
|--|---|---|--|
| Step change in | capabilities | | |
| Setting ourselves up to deliver for the customer. | We will be known for the differentiation we bring through our customer centric focus. This means we will align every aspect of what we do to ensure we deliver service excellence, exceptional value and a more personalised customer experience. | Processes and Ways of Working Agree Customer Service Excellence (CSE) implementation approach for NHSBSA by 31 August 2025. Agree and implement CSE approach to pre – project work (inclusive of one new service) by 31 March 2026. Successfully implement CSE standards to appropriate level for transformations throughout 2025-26. People and Culture Execute Year 2 People and Culture initiatives, resulting in a 20% improvement in surveyed understanding for knowledge, culture, and alignment to Customer Groups and the Customer Charter by 31 March 2026. | Mid-year and annual progress reports. |
| Focusing on efficiency and taxpayer value in all that we do. | Externally, we will develop and deliver a new wider system efficiency programme with DHSC and other health family bodies. We will be known for creating capacity for the health and social care system so that it can focus on clinical delivery. We will develop the management tools, measures, governance and expectations to create the conditions for us to enhance delivery of efficiency. We will have minimised fraud, error and loss to ensure we are best placed to deliver value for money and taxpayer value. | • Establish appropriate Governance processes to measure productivity and efficiency performance during Q2- Q4 2025/26. | Mid-year and annual progress reports. |

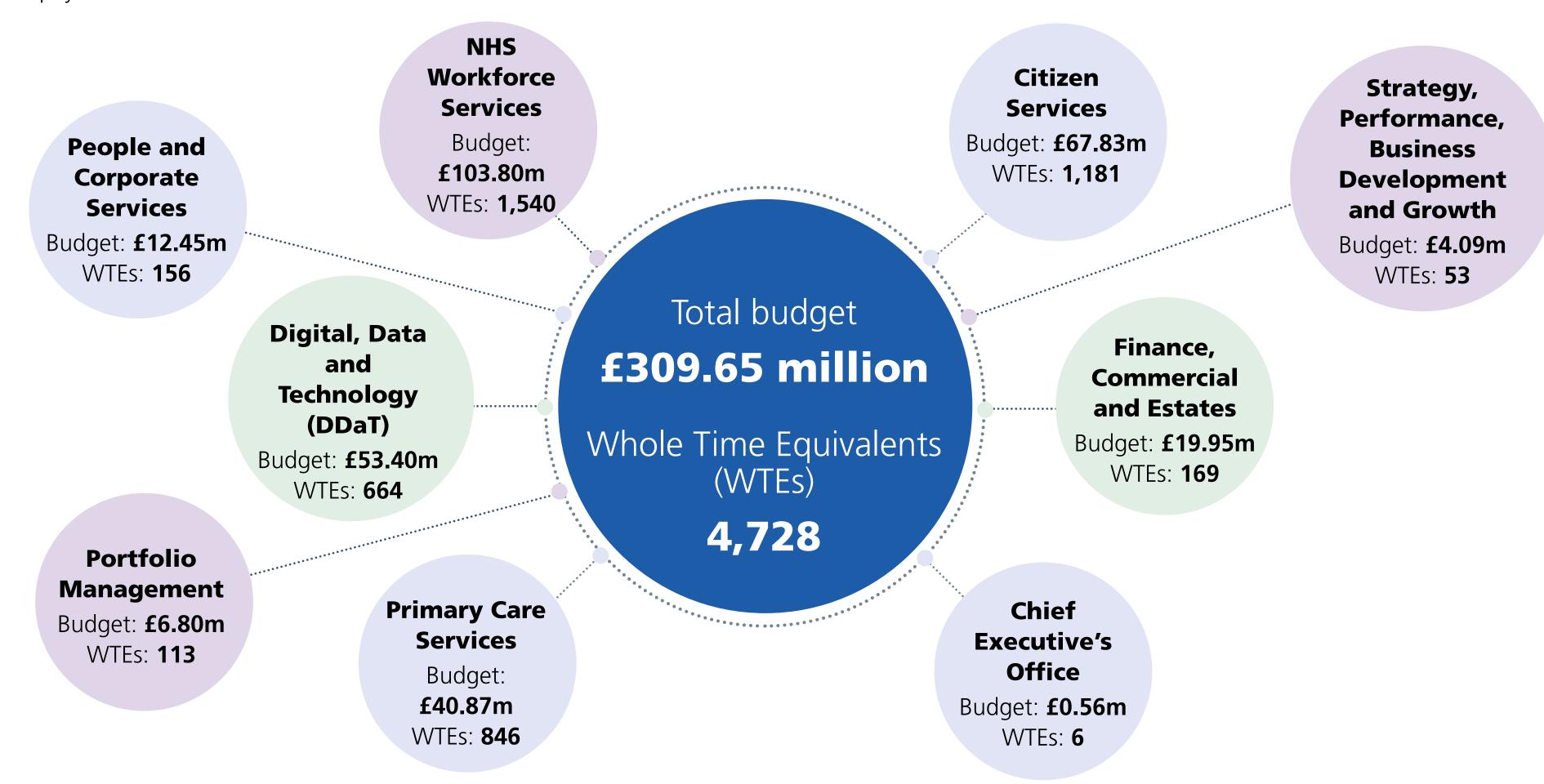
| Area of focus | What will it deliver | Activity for 2025/26 | Reporting |
|-------------------------------|--|--|--------------------|
| Step change in | capabilities | | |
| Collaborating | To deliver DHSC and NHSE | We will maximise the influence and impact of our data | Mid-year |
| with stakeholders to | policy priorities, we will work to influence new and existing policy | Complete DHSC Data Protection Impact Assessment in support of gaining updated Data Directions by 30 September 2025. | and annua progress |
| design services which meet | at the right time and in the right way. We will help shape | • Develop and agree a roadmap of the activities needed to secure an update to our directions and subsequently deliver against those 30 September 2025. | reports. |
| user needs. | and inform policy, recognising the changes and redesign with | • Develop and enhance our networks with Data Leaders across the system to share knowledge, solve problems together and identify additional areas where NHSBSA data can add value throughout 2025/26. | |
| | government, DHSC and NHSE. | We will be influential in the planning and development of new and existing policy | |
| | | • Gain approval to pilot an approach to support DHSC Policy Review, through evaluation and evidence provision by 31 December 2025. | |
| | | • Progress the agreed policy areas from year one into succinct cases for change, working with stakeholders to gain approval by 31 March 2026. | |
| | | • Ensure NHSBSA are aware and aligned with external changes through analysis and assessment by throughout 2025-26. | |
| | | We will optimise our own teams and how we do business with our stakeholders | |
| | | • Embed the 'improving commissioning management' process across all operational areas, streamlining processes and effort where possible by 31 December 2025. | |
| | | • Embed Sponsor / Commissioner feedback and reporting across all key relationships. Implement a quarterly relationship meeting with DHSC sponsor team and develop processes to act on feedback by 30 September 2025. | |
| | | • Further development of NHSBSA professional home for stakeholder engagement by development of induction and training materials by 31 December 2025. | |

| Area of focus | What will it deliver | Activity for 2025/26 | Reporting |
|---|--|--|------------------------|
| Step change in | capabilities | | |
| Being a data-driven organisation. | Internally, we will be data- driven by default, ensuring decisions are taken using the best available data and insight. Externally, we will be a trusted source of information and intelligence. By providing high-quality data and insight | Complete DHSC Data Protection Impact Assessment in support of gaining updated Data Directions by 30 September 2025. | Mid-year and annual |
| | | • Progress and deliver Modern Data Platform and Operating Model Project by 31 March 2026. | progress reports. |
| | | • Develop a coherent approach and priorities for how we enhance our open data provision across the Open Data Portal and Official Statistics Publications during 2025/26. | |
| | | • Define and document our approach to data literacy for the organisation, identifying existing activities, current gaps and agreeing how gaps will be addressed by 30 September 2025. | |
| | that is easy to access and | • Establish a new capability to focus on analytical assurance and data ethics. | |
| | understand, we will maximise the value of our contribution | • Establish a community for Data Stewards to ensure they receive the support they need by 31 October 2025. | |
| | across the health and social care system. | • Throughout 2025/26 develop an implementation plan to embed the Code of Practice for Statistics and Aqua Book to support working towards the Government Functional Standard GovS 010: Analysis. | |

| Area of focus | What will it deliver | Activity for 2025/26 | Reporting |
|----------------------------------|--|--|---------------------------------------|
| An organisatio | n fit for the future | | |
| Developing our future workforce. | We will have a workforce that puts us in the best position to deliver our strategic goals and objectives, as well as workforce solutions that are inclusive, holistic and future-focused. We will have a framework that generates direction for other people interventions such as organisational design, talent management, recruitment and retention, succession planning, learning and development, and career development. | Trial and launch SWP workforce diagnostic tools and playbook by 30 April 2025 allowing us to assess and improve capability and organisational maturity. Review and strengthen the Organisational Design Framework by 30 April 2025 to ensure a robust approach to organisation workforce design/restructure that if fit for purpose. Commence the embedding of our future workforce vision by 31 March 2026. | Mid-year and annual progress reports. |

Our people and resources 2025-26

The infographic below sets out the resources we invest in each of our directorates in terms of budget and people. Being efficient and effective matters to us and ensures our relentless focus in driving taxpayer value.



NHSBSA Corporate Business Plan 2025-26

32

Governance

Our Board is led by our Chair, Sue Douthwaite, and is made up of six Non-Executive members (including the Chair) and six Executive members. The Board is responsible for the strategic direction and integrated governance of the organisation, including financial stewardship.

It reserves certain decision-making powers, particularly concerning strategy and budgets, while other important duties are delegated to two standing committees:

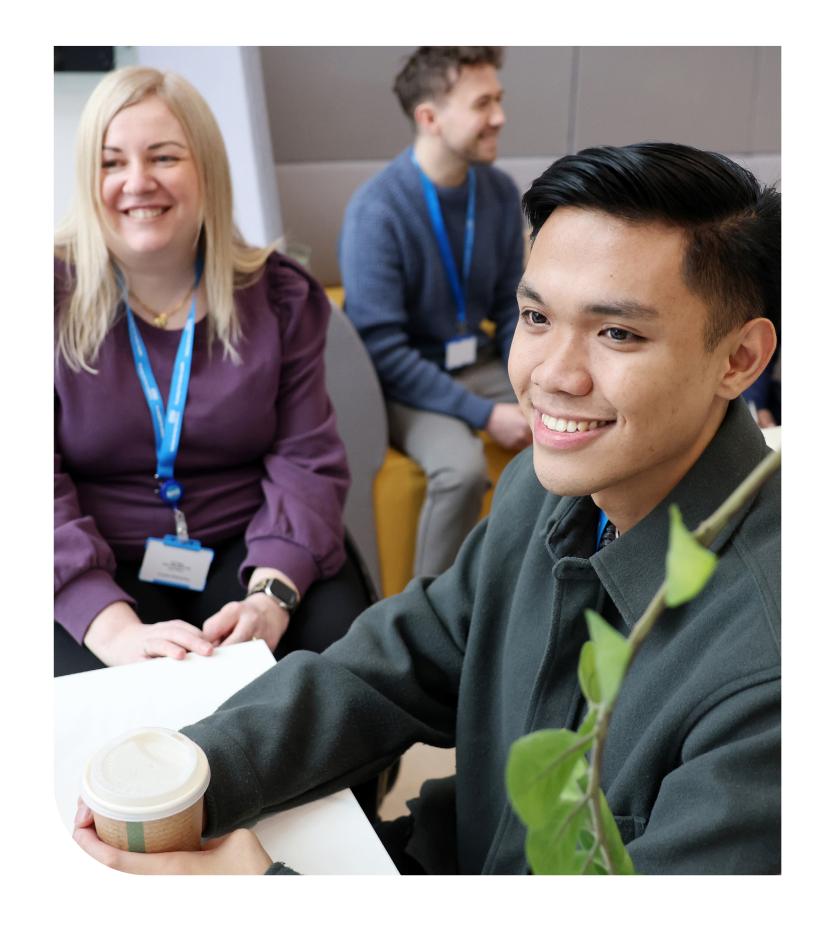
- Audit and Risk Management Committee
- Remuneration and Nominations Committee

The CEO is supported by the Leadership team, with weekly Leadership team meetings convening to discuss key issues and make decisions.

Accountability arrangements

We manage a complex range of business activities on behalf of our sponsor, the DHSC, to whom we are accountable. We conduct formal accountability reviews with senior sponsors as part of a structured framework agreement, where strategic, policy, and operational issues are assessed alongside the corporate risk register, assurance arrangements, and the latest financial position. Additionally, regular meetings are held with individual service sponsors. We have established in collaboration with DHSC and NHS England a Stakeholder Board to develop a deeper strategic relationship and alignment.

To ensure alignment with our partners in the broader health and care system, our Leadership team regularly meets with other arm's length bodies and NHS organisations.



Governance

Risk management

The NHSBSA Board reviews and agrees the organisation's Risk Appetite Statement annually, setting appetite levels for key areas and long-term objectives. The NHSBSA's aim is to seek to terminate, treat, tolerate or transfer risks as appropriate to ensure that it meets its objectives. Process - the NHSBSA Risk Management Framework comprises:

- Risk management policy.
- Risk management methodology.
- Risk and issue register.

These are applied consistently across the NHSBSA, in operational service areas, projects/programmes and at the corporate level, with risks and issues being escalated up the hierarchy as dictated by our policy.

Risks and issues are monitored and reviewed by the Audit and Risk Management Committee and Board, with details included in our Annual Governance Statement as part of our Annual Report and Accounts.

Key strategic risks at the start of the 2025/26 financial year include:

- ensuring ongoing management of our funding requirements for existing service development and for new services we are required to deliver;
- delivering high performance in NHS Pension Scheme service alongside the significant amount of change required; and
- suitability of our directions to enable us to maximise the use of data to benefit citizens and the wider health and care system. Full details are included in our Annual Report and Accounts.

Monitoring and reporting

Our Corporate Strategy and Business Plan have been developed in line with our Strategy and Performance Framework to ensure that we have a well-defined strategy with a clear purpose, vision and objectives, identifying key performance indicators (KPIs), and establishing processes for monitoring, evaluating and adjusting our course where appropriate, including a comprehensive benefits realisation update.

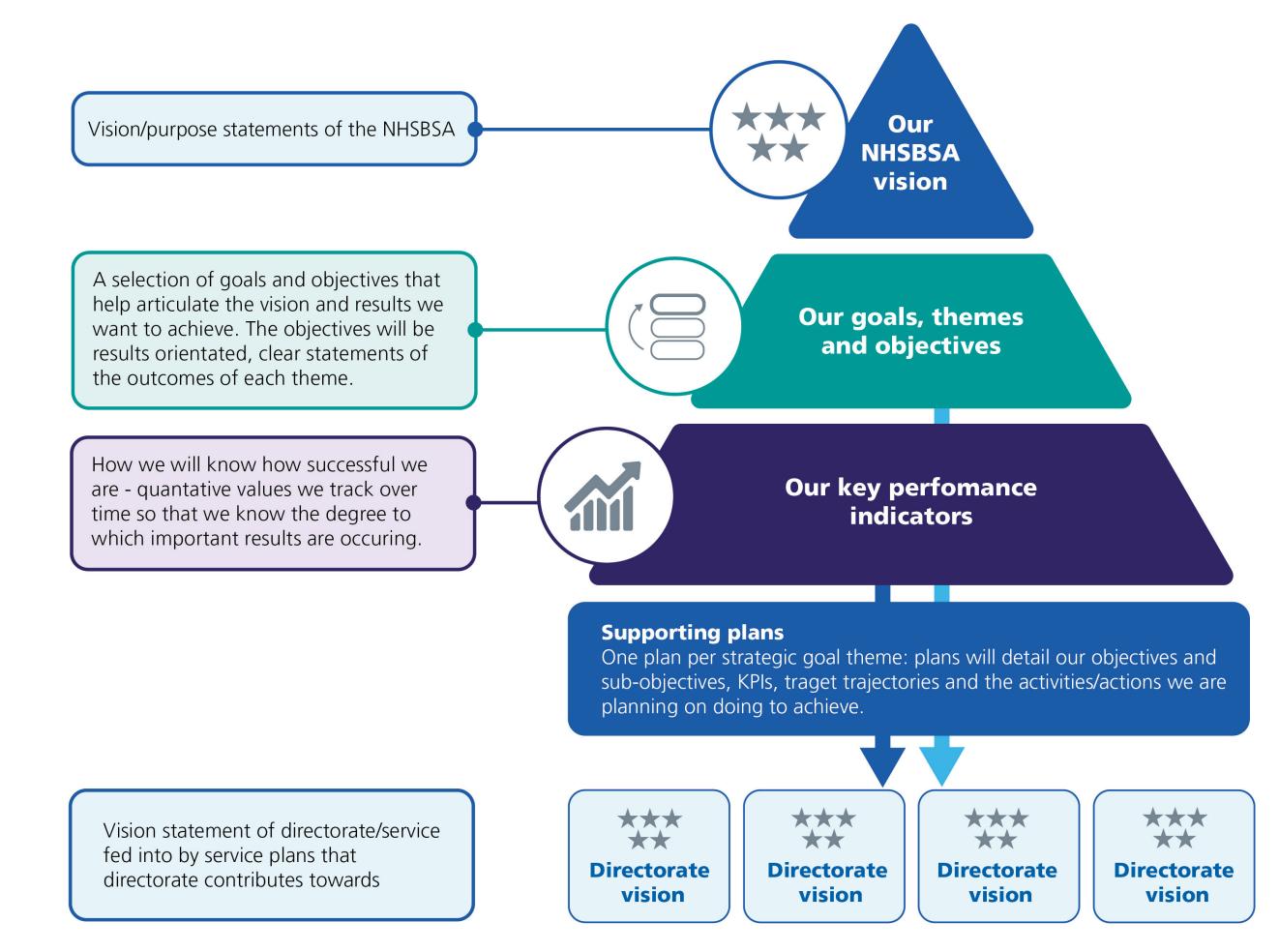
We have established a monthly Performance Board, where detailed reviews are undertaken of delivery against our strategy, business plan and other performance objectives.

Strategy and performance framework

We aspire to use the NHSBSA vision and strategic goals as a single guiding light and focus for our teams and our daily work.

We track performance against our goals and operational metrics on a monthly basis through our Strategic Business Performance Report, which is reviewed by our Leadership team. This is complemented by a weekly operational temperature check, providing a regular snapshot of how various operational areas are performing each week. Additionally, a quarterly summary of the Strategic Business Performance Report is presented to the NHSBSA Board including a comprehensive benefits realisation update.

Our key areas of focus have annual delivery plans that are monitored and reported on quarterly within the Strategic Business Performance Report, during mid-year and end-of-year performance reviews.



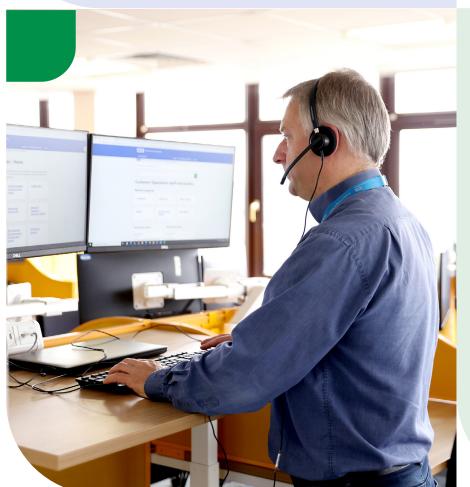
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in NHS Business Services Authority

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We deliver business service excellence to the NHS to help people live longer, healthier lives.



